

23 MAR 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Communications

1. You have asked for facts and reflections on the matter of communications within the Agency. This paper presents both.

2. The magnitude of the problem, and the difficulty in establishing parameters around it, is the first problem encountered in discussing it. I have elected to address the issue in three parts, the first being a discussion on the problems of communication per se, followed by a listing of techniques used within the Office of Logistics and, lastly, an idea or two which, hopefully, may be constructive and implementable.

3. In discussing such a serious matter, one is wise to first establish his biases. I would first observe that the total problem of communications among human beings, which is the problem I believe we are addressing, will never be completely solved, and the history of the world and mankind so relates. If the problem were a solvable one completely, there would not be over 200,000 practicing attorneys in the United States, there would not be over 67,000 students pursuing the law, there would not be a 25 percent divorce rate in the United States, there would not be three international wars involving Americans in the present generation, and the examples could go on and on indefinitely. I would, secondly, observe, and I state this in all frankness, that they who encourage greater communications must simultaneously be prepared to communicate. Stated in other terms, communications is a dialogue and not a monologue and, unfortunately, there are times when individuals who, endeavoring to establish a dialogue, commence to hear things they might prefer not and the dialogue then becomes a monologue and communications cease to exist. A third pragmatic observation, applicable to the Agency as well as to this country today, is that there may well be danger in trying to identify specific groups with whom to communicate and inherently assume the risk of losing communication with those not encompassed in that specific group. One constantly hears in today's Agency and country of the need to communicate with youth. I would suggest there is an equal need, in the country, to communicate with other groups such as the "Hard Hats," the Caucasian ethnic minority groups, the pensioners, the great body of governmental people at all levels, etc. By focusing on one group the others appear to go unheeded. I suspect an analogy could be drawn

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between this "country grouping" described above and groupings within this Agency. Finally, I would observe that the constant reiteration of the "belief" that there is a communications problem within the Agency indicates to me that the problem should first be looked at and an endeavor made to solve it in generic terms and not by approaching it incrementally with small and specified groups. By that I mean there be established first an overall policy and program to attack the problem and then, within the parameters of that program, fit in identifiable Agency groups, i.e., youth, Mid-Careerists, Case Officers, Support Officers, etc. In essence I rather subscribe to the philosophical approach espoused by Mr. Wattles but have endeavored to translate that approach in a somewhat more pragmatic fashion.

4. Turning now to approaches on communications within the Office of Logistics, I would address myself primarily to that period for which I have had responsibility, i.e., the period beginning January 1970. As an Office we first identified two types of problems that existed and could be eased by greater communications. The first problem area was general in its application and consisted of personnel management and supervisory responsibility. The second problem area we identified was functional, i.e., greater communications were necessary in carrying on parts of our substantive program. The procurement and printing responsibilities are two actual examples.

5. Having identified these problem areas, we then set out on two separate courses of action to enhance communications so as to better cope with the problems. In the field identified as "personnel management and supervisory responsibility," the following kinds of things have been done to pass on to employees management policies and understandings and then to endeavor to develop a dialogue on them. The first action was to convene a meeting of some 50 employees who represented our supervisory cadre down to the branch level. We expounded on the philosophies of personnel management so that there would be an opportunity for this representative group to hear it first hand. This action was then followed up by a memorandum of 27 March 1970 (Attachment 1) addressed to all employees which made note of the aforementioned meeting and put in writing the policies described to the supervisory group. This action was then further enhanced by the conduct of a Logistics Officers Conference at the

later in the spring. The attendees at this meeting were carefully selected, not on a hierachal basis but on a basis of either the attendee supervising a fair number of people or his holding a staff or operating-type position where he reflects or communicates with a considerable number of other Office of Logistics Careerists. As we further developed our program, we revitalized our Career Service mechanism and again by memorandum of 10 July 1970 (Attachment 2) we communicated in writing to all employees our reasons, our goals, and our selected procedures. We feel that the above combination of personally telling the supervisory

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level what our policies and standards would be (and are) and then communicating this in writing to all employees has successfully communicated the policy position of current Office management. At the Conference there was ample discussion and question and answer time allowed so that dialogues could be established between management and employees on these matters. We also gave credence to the current thrust to "communicate with youth" by adopting the following policy pertaining to membership on Career Service Panels:

"Additionally, we have assigned to these panels, in an appropriate capacity as recorder, observer, or advisor, selected junior officers. This is being done deliberately to give younger officers an early opportunity to observe Office management practices and, to the degree possible, have some participation."

25X1 There have been other refinements and enhancements to the approach, such as one of our Personnel Officers paying visits to the Printing Services Division, [redacted] [redacted] etc., but we believe the above to be sufficient in response to your question as to how we communicate within the Office of Logistics.

6. In logic I should next speak as to what approach we took to enhance communications on our functional areas. Before discussing that issue, and in somewhat of a transitional sense, let me mention one other activity we recently undertook which fits the definition of communications in a generic sense. Our five Divisions are located in three different locations and that fact, by itself, presents a communications challenge. Secondly, one is hard-pressed to communicate when there exists an unequal level of knowledge and the fact existed that many of our senior officers had never seen our most

[redacted] To get individuals to know each other better in a relaxed environment and to let them, as senior Logisticians, see and understand our large physical assets, we made a captive audience of 20 of them for two and one-half days [redacted]

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As a man and wife may tend to enhance their communications by enjoying a "second honeymoon," I rather suspect our senior personnel are now better communicating because at least they shared a couple of days together, which is a lot more favorable than sitting in a staff meeting for one hour per week.

7. I would submit three examples of approaching substantive problem areas by increasing opportunities for communications. One of the more difficult substantive problems this Office has grappled with in the last several years was moving from a centralized to a decentralized procurement system. In order to insure a constant understanding of what we were doing, to prevent any loss of control, and to capitalize on the ideas and thoughts of participants, we established a monthly meeting of all senior Procurement Officers throughout the Agency. This mechanism allowed management and implementers to constantly monitor progress and allowed both to make continuing

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SUBJECT: Communications

25X1 inputs during the transition phase. While originally started on an informal basis, the mechanism proved so fruitful that it is now a formalized mechanism, meeting on a scheduled and agenda basis in the name of the "Procurement Officers Policy Panel." A more unique problem existed in the Printing Services Division, the problem being brought about by a Division operating in three separate physical locations and, in certain instances, three shifts per day. In this case, and primarily due to the conscientiousness of the Division Chief, Mr. [redacted], interesting innovations took place. Branch Chiefs, responsible for a 24-hour-a-day operation historically were in their office only during the day shift. They, as well as the Division Chief, now pull tours of duty while the night shift is operating. Because this Division is industrially oriented, there has been created, that which is quite often found in the private industrial sector, an "Employee Relations Council." This group, meeting on a scheduled basis, allows management and employee on neutral grounds to discuss matters of common interest. Thirdly, and in a more general sense, we have taken steps in the last 12 months to insure that the majority of our employees, regardless of where located or assigned what duties, have had an opportunity to visit physically the [redacted] and the Printing Services Building so that, as Logisticians, they can have a greater personal insight into the total spectrum of activities of the Office.

8. Despite these steps forward, we would be the first to admit we still have problems in communicating. Our major identifiable one today is relating to the Logistics Careerists on duty in Washington in the Operating Components. To approach a solution to this problem, we are conducting, on a scheduled basis for the first time this year, four quarterly conferences in the Ames Center Building with the largest number of these people we can assemble. We will go through a "learning curve" this year and hopefully will be on top of the problem by 1972.

9. In addressing the third part of the total problem, i.e., any ideas we may have which may see greater productivity in communications within the Agency, I would reiterate the suggestion made at the DD/S Staff Meeting of 16 March. If one assumes that the "Operating Officials" of the Agency are the chief implementers, as line commanders, of Agency policy and, further, can be properly assumed to influence the thought of the Agency population, then I submit "the Agency" does not properly communicate or relate to them. The three ranking officers of the Agency from time to time during the course of a year meet with and address random groups of Agency employees, i.e., the Mid-Careerists, the Career Trainees, the MAG, attendees at the "State of the Agency" address, etc. This is good and proper and, I believe, should be encouraged. It does strike me as strange, however, that senior officers in command positions, whose performance can make or break this Agency, are deprived of any opportunity of having a collective relationship or eyeball and ear encounter with any of the three ranking officers. It is granted that the Chief of the Far East Division, the Director of

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SUBJECT: Communications

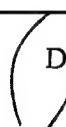
Current Intelligence and the Director of Security, and others, undoubtedly have continuing substantive audiences with these officers, but this has little or nothing to do with the problem under discussion. It appears to me that the command line is the primary avenue to conduct communications, that the command line is urged to communicate directly with all employees and yet, as a collective group, the Operating Officials, on a direct and personal basis, probably know less of what the three ranking officers of this Agency think on matters of general applicability than do attendees at the random groups these people address.

10. I realize every senior officer of this Agency is a very busy man, that communications take time, and that time is a precious commodity. Be that as it may, if communications are to be better than they are then someone must elect their tradeoffs. From that point of view, I would make a suggestion which I think would enhance our communications in the Support Directorate. It appears perfectly in order to me for the Deputy Director for Support to take his Office Heads, and any one else of his choosing, to the [redacted] once a year for two days and, in an informal and relaxed setting, have a frank discussion concerning not only specific Directorate problems of concern but any thing that any of the conferees chooses to talk about. If only for the advantage of "psychological ventilation," I believe the merit of the idea speaks for itself.

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11. I have endeavored to develop this paper not in a chauvinistic fashion but in a belief that, if the problem is as serious as the continuing dwelling on it by senior management would indicate, a full development of views and thoughts are sought. The paper is written in candor and I know you'll agree candor is essential to meaningful and effective communications.

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John F. Blake
Director of Logistics

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27 MAR 1970

MEMORANDUM FOR: All Employees of the Office of Logistics

SUBJECT : Personnel Policies of the Office of Logistics

1. At a special meeting of all Division and Branch Chiefs within the Office of Logistics convened on Thursday morning, 26 March 1970, I discussed several aspects of personnel policy in our Office and I want all of you, our employees, to know how I view these subjects and the substance of my remarks to these officers.

2. There is no more important or significant responsibility held by every supervisor than that of personnel management, and I want each of you to know that the personnel management philosophy of the Office of Logistics is, and will continue to be, built on the dignity of the human being. I have never known an individual in my life who has not from time to time had a problem which in many cases impacts directly on his job or his career. I expect every supervisor at every level to be mindful of that fact and if a problem is of such sufficient importance to an employee that he wishes to discuss it with his supervisor, I also expect the supervisor to recognize the necessity to sympathetically undertake the discussion with the employee; to fail in this regard is a reflection on a supervisor's ability to supervise.

3. There are other problems employees have at times, either professional or personal, which they would rather discuss with a professional Personnel Officer instead of their supervisor. In these cases, I want it clearly understood that every employee of this Office is free to contact directly, and on a confidential basis, either the Personnel Officers assigned to this Office or appropriate Personnel Officers in the Office of Personnel, and he has a right to do so without receiving prior approval from his supervisor, although he must advise his supervisor that he wishes to be absent from his office for this purpose. This same rule applies when any employee feels the need for, and wishes to seek, counseling on training matters from either the Senior Training Officer in the Office of Logistics, or a representative of the Office of Training.

4. Apart from "problem" discussions there will be times when an employee may be called directly by one of the senior officers on a specific work-related matter. In those cases I expect the employee to advise his supervisor of such calls and seek the supervisor's assistance in implementing any action which might have been requested by the senior officer with whom the employee spoke.

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SUBJECT: Personnel Policies of the Office of Logistics

5. In order to keep our personnel as aware as possible of things of interest in our Office and our Career Service, I expect all employees to be periodically briefed by their supervisors on general organizational matters, as such matters are discussed at the Director of Logistics' Staff Meetings and then ultimately are passed on at meetings at succeedingly lower levels.

6. While the Golden Rule may, to some, seem trite or archaic in the Age of Aquarius, the basic personnel philosophy of the Office will be to treat your workmates and your subordinates in the same fashion that you yourself would like, and have a right to expect, to be treated.

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John F. Blake
Director of Logistics

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10 July 1970

MEMORANDUM FOR: All Members of the Logistics Career Service
SUBJECT : Establishment of Logistics Career Service Panels

1. Given the fact that people are our most important product, it is imperative that we, of the Office of Logistics (OL), do all we can to structure a career service that will provide for the most meaningful development of our personnel.

2. "Career service," by its very definition, means that there must be a group of employees who "have a career," are aware of what that career is or should be, and have a point of reference to whom they can relate to find out whether or not their career development is progressing.

3. In a service such as ours which includes almost [redacted] Agency employees, 25X1 it is obvious that the planning and development of "careers" for individual employees present a task of some magnitude. This is not to say that the task cannot be accomplished, but it does mean that it requires the commitment of management, extensive study, the cooperation of supervisors and subordinates alike, and the dedication of all of you who are OL Careerists.

4. To make this task more manageable, we have decided to create a series of Logistics Career Service Panels, each of which will be responsible for recommending assignments to a specific group of positions for which our Career Service must provide personnel and also for making recommendations for the advancement and career development of personnel in grades GS-09 through GS-13 whose primary skills relate to the area of responsibility, i.e. positions, with which that particular panel is charged. For example, historically the Real Estate and Construction Division in the Office of Logistics has been responsible for engineering, real property, maintenance, and architectural services on a worldwide basis. However, many of the people with these skills were assigned on a long-term basis to other elements, such as the Logistics Services Division in OL, which also have a charter to provide these same services in specific areas. As a result the rotations, promotions, and other career-related matters affecting technical personnel often became the "responsibility" of conflicting elements. It is, in part, to correct this kind of deficiency which has led us to the new panel concept which we propose to implement.

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SUBJECT: Establishment of Logistics Career Service Panels

5. Relating this new concept to the example just cited with regard to some of our technical personnel, there will be created a Panel chaired by Mr. [redacted] Deputy Chief, Real Estate and Construction Division, OL, with members to include

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25X1 Messrs. [redacted] This Panel will be responsible for providing staffing, technical guidance, and assistance with respect to all real estate, maintenance, construction, engineering and architectural positions in both the United States and overseas for which the Office of Logistics has career cognizance; it will also be responsible for recommending to the Logistics Career Service Board the assignment, rotation, promotion, and career development programs for all OL Careerists in grades GS-09 through GS-13 whose primary skills lie in any one of these noted work areas.

6. The panels to be created, their compositions and areas of responsibilities, are listed in the attachment. In this regard, particular note should be made of the Administrative Panel concerned with secretarial and clerical personnel, the specialist subpanels created to consider personnel below the grade of GS-09, and the Executive Panel concerned with senior personnel, regardless of specialty, in grades GS-14 and above, as well as those OL Careerists, of any grade, who qualify as Logistics "Generalists." In this latter regard it should also be noted that the designation of "Generalist" will normally be reserved for Logistics Careerists who have served both in OL and in Operating Components of the Agency, and whose experience includes overseas as well as domestic service and a mix of staff and operational assignments.

7. In creating these panels, we have attempted to do several things. First, to bring together, for purposes of career management, people with like skills so that, for example, a procurement assistant does not have to "do battle" against the entire Logistics Career Service to merit advancement. Under this new concept he will, within certain limits, be competing only with employees with similar skills engaged in similar tasks. Second, to establish a sufficient number of panels so that each panel will have a manageable area of responsibility and will be able to devote the necessary time to the "career management" of that segment of our total Logistics Career Service for which it is responsible. Third, incorporate in the composition of these panels a mix of personnel which should provide the "balance" necessary to provide the Logistics Career Service Board with considered and responsible judgments and recommendations. Additionally, we have assigned to these panels, in an appropriate capacity as recorder, observer, or advisor, selected junior officers. This is being done deliberately to give younger officers an early opportunity to observe Office management practices and, to the degree possible, have some participation.

8. To the above there is one point to be added, and that is a brief word of explanation as to what is meant by the "primary skill" of our Careerists. As some of you know, in May of 1969 our Personnel and Training Staff began the process of

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SUBJECT: Establishment of Logistics Career Service Panels

identifying all Logistics Careerists--as well as all OL positions--by areas of responsibility. As of this date this has been accomplished with respect to "positions" and, to a great extent, the task of identification has been completed with regard to personnel. In the latter case, two things remain to be done: first, a final review of personnel files to permit the Director of Logistics' approval of those "career specialties" which have been tentatively identified for each employee; and second, a determination by the Director of Logistics of those of our Careerists who qualify for the designation as Logistics Generalists. When these two things have been accomplished, each of you will be notified, through the Personnel and Training Staff, of the "primary specialty" for which you have been judged the most qualified, and of the panel which will be responsible, as long as you hold that primary specialty, for recommending to the Logistics Career Board actions designed to enhance and develop your career in the Office of Logistics.

9. I would like also to make the point that nothing in this memorandum nor in the procedures for panel operation which will be established shall in any way change the existing responsibility and right of Division and/or Staff Chiefs to make any recommendations to the Chairman of the Logistics Career Service Board or the Director of Logistics which in their opinion are in the best interest of the personnel under their jurisdiction and the Logistics Career Service.



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John F. Blake
Director of Logistics

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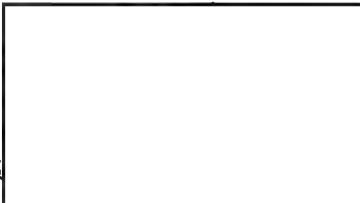
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PANEL A (Administrative)

25X1

Chairman -
Member -
Member -
Observer -
Recorder and Advi



Procurement Clerk-Typing

Transportation Clerk

Supply Clerk

Secretary-Steno

Clerk Typist

Typist

Clerk-Steno

Info Control Clerk

Info Control Assistant

Supply Clerk-Typing

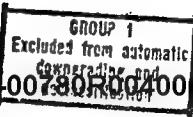
Clerk

Freight Traffic Clerk - Typing

Training Assistant

Freight Traffic Clerk

Transportation Clerk



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PANEL L (GS-09 - GS-13)*

25X1 Chairman
Member
Member
Observer
Recorder and Adv.



Administrative Services Officer

Administrative Services Specialist

Administrative Services Assistant

Telephone Communications Services Technician

Electronic Engineer

Commo Officer (Telephone)

Telephone Supervisor

Steward

Chef

SUBPANEL L (GS-08 and below)*

Chairman of Panel L will establish this Subpanel after discussion with Chairman, Logistics Career Service Board.

Administrative Services Assistant

Telephone Communications Services Clerk

Telephone Supervisor

Telephone Operator

Waiter

Cook

Courier

Dispatcher

Communications Officer

Administrative Services Specialist

*Contract personnel serving in the above-noted or related specialties will, dependent upon their GS equivalent level, be the responsibility of the appropriate panel or subpanel.

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PANEL M (GS-09 - GS-13)*

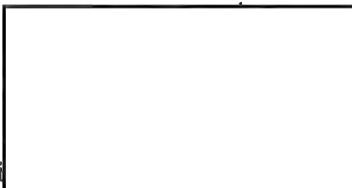
Chairman

Member

Member

Observer

Recorder and Adv



SUBPANEL M (GS-08 and below)*

Chairman of Panel M will establish this Subpanel after discussion with Chairman, Logistics Career Service Board.

Procurement Officer

Procurement Assistant

Procurement Assistant

Procurement Agent

Contract Negotiator

Contract Administrator

Contract Officer

*Contract personnel serving in the above-noted or related specialties will, dependent upon their GS equivalent level, be the responsibility of the appropriate panel or subpanel.

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PANEL R (GS-09 - GS-13)*

25X1 Chairman

Member

Member

Observer

Recorder and Adv



SUBPANEL R (GS-08 and below)*

Chairman of Panel R will establish this Subpanel after discussion with Chairman, Logistics Career Service Board.

Engineer-General

Engineer Technician

Mechanical Engineer

Electrical Engineer

Civil Engineer

Architect

Real Property Officer

Maintenance Superintendent

Maintenance Foreman

Engineering Technician

*Contract personnel serving in the above-noted or related specialties will, dependent upon their GS equivalent level, be the responsibility of the appropriate panel or subpanel.



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25X1

Chairman - 

Member -

Member -

Observer -

Recorder and Adv -

Administrative Assistant

Supply Officer

Supply Assistant

Ordnance Specialist

Ordnance Technician

Equipment Specialist

Supply Catalogue Officer

Publications Editor

Logistics Officer

Transportation Officer

Transportation Specialist

Transportation Assistant

Motor Transportation Specialist

Aircraft Maintenance Officer

Packing and Crating Specialist

Storage Officer

Freight Traffic Officer

Freight Traffic Assistant

SUBPANEL S (GS-08 and below) *

Chairman of Panel S will establish this Subpanel after discussion with Chairman, Logistics Career Service Board.

Supply Assistant

Logistics Assistant

Ordnance Technician

Property and Supply Assistant

Motor Transportation Specialist

Motor Transportation Assistant

Motor Vehicle Dispatcher

Supply Catalogue Officer

Administrative Assistant

Freight Traffic Assistant

Supply Assistant - Supervisor

Transportation Assistant

Property and Supply Clerk

Packing and Crating Supervisor

Logistics Officer

Storekeeper General

Equipment Technician

*Contract personnel serving in the above-noted or related specialties will, dependent upon their GS equivalent level, be the responsibility of the appropriate panel or subpanel.

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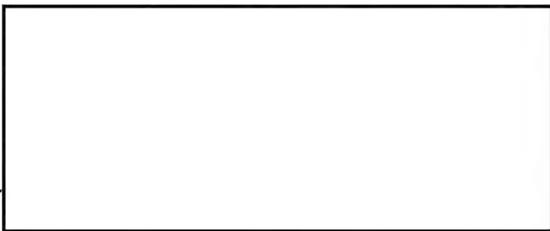
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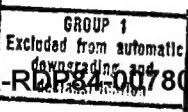
PANEL W

25X1

Chairman -
Member -
Member -
Observer -
Recorder and Adv



All SL Wage Board personnel other than those assigned to the Printing Services Division



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EXECUTIVE PANEL

Chairman - Deputy Director of Logistics
Member - All Division Chiefs and Chief, Planning Staff
Recorder - Chief, Personnel and Training Staff

All GS-14's and above

Logistics Generalists

Systems Analysts

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PANEL P

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Chairman -
Member -
Member -
Observer -
Recorder and Adv



SUBPANEL P

Chairman of Panel P may, after discussion with Chairman, Logistics Career Service Board, establish such subpanels as deemed necessary.

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All Printing Services Division personnel GS or non-GS serving at Headquarters or at the [redacted] in printing services-related specialties at or below the grade of GS-13 or its equivalent.

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